

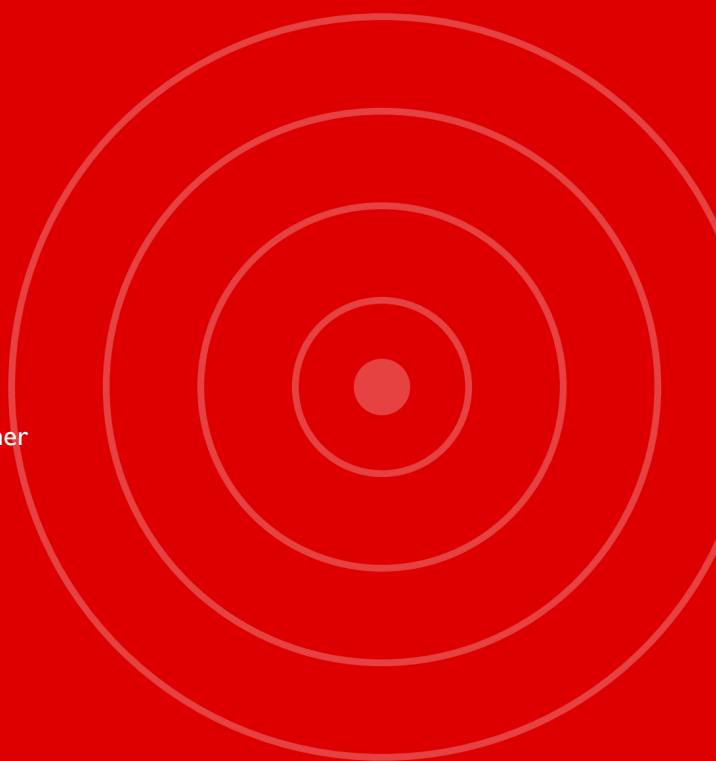


PRODUCT GUIDE

Avanti Profiles

The Suite: ten instruments for leading change in public service

Dr. Jonathan Huish and Dr Amanda Milliner
Avanti Change Ltd
October 2026
www.avantichange.com



FOREWORD

Why we built these

Over more than twenty years we have sat with chief executives, boards, senior teams and frontline leaders across councils, health and care, housing, mental health and the voluntary sector. Again and again the same thing has struck us: the people in the room usually have more capability, more care and more range than their organisation is using, and they rarely have a shared language for talking about it.

Avanti Profiles exist to give them that language. They are not tests. They do not sort people into boxes or tell anyone what they are bad at. They hold up a careful, structured mirror, so that individuals, teams and whole organisations can see what they bring, where they see things differently, and what they could become together for the people and places they serve.

Every instrument in this suite is our own design. The thinking draws on our doctoral research into top team leadership and community engagement, on established work we credit openly, and on thousands of hours in rooms where leadership is practised for real. Every statement people respond to is written by us, for public service.

Dr. Jonathan Huish and Dr Amanda Milliner

Founding Directors, Avanti Change Ltd

Not a verdict. A starting point.

Every Avanti instrument describes, never diagnoses, and exists to help people and teams grow.

WHAT THEY ARE

What Avanti Profiles are

Avanti Profiles are structured development instruments. Each one asks people to respond to a set of carefully written statements, turns those responses into a clear picture, and returns that picture in a form that opens a conversation. Together they look at leadership from ten angles:

Instrument	Signature picture	What it explores
Avanti Cultural Dimensions	Spectrums	Ten dimensions of organisational culture, rated as it is now and as it needs to be.
Avanti Leadership Behaviours 360	The Compass	Eight points of leadership, seen by the leader and by those around them.
Avanti Leadership Preferences	Moons and Jigsaw	Four preference pairs that combine into eight contributions a team needs.
Avanti Strategic Team Behaviours	The Weave	Twelve threads that make a senior team more than the sum of its parts.
Avanti Development Framework Profile	Ripples	Four levels of leadership, from the senior team to the whole system.
Avanti Role Lens	The Lens	One role seen through three lenses: the role-holder's, the line leader's and colleagues'.
Avanti Team Climate	The Weather	Eight elements of how it feels to work in a team, added to by every member.
Avanti Political Acumen 360	The Map	Six areas of political acumen, seen by the leader and by colleagues, members and partners.
Avanti Top Team Partnership	The Bridge	Eight elements of the partnership between the political or governance side and the executive.
Avanti Change Readiness	The Threshold	Eight elements of readiness for a specific change, read before and after by staff and managers.

What they are not

Not a test

There are no right answers, no pass marks and no better or worse profiles.

Not a selection tool

They are not designed or validated for recruitment, promotion, pay or performance management, and we will not use them that way.

Not a diagnosis

Scores describe perceptions at a point in time. They are offered as something to explore, never as a fixed truth about a person.

Not off the shelf

Every item is original Avanti wording, written for public service and the values it depends on.

PURPOSE

What they are for

Insight	Helping people see what they bring, how others experience them, and what their organisation's culture really feels like from different places in it.
Shared language	Giving teams words and pictures (a compass, moons, a weave, ripples, a lens, the weather, spectrums, a map, a bridge and a threshold) for talking about difference without it becoming personal.
Better conversations	Surfacing where people see things differently, because that is where the most useful learning starts.
Development	Turning insight into a small number of commitments that individuals and teams genuinely act on.
Outcomes for people and places	Keeping every conversation tied to what changes for the communities and people public services exist for.

OUR APPROACH

Six principles, in every instrument

These principles are not a preface. They shape how every questionnaire is written, how every score is described, what every report contains and how every session is facilitated.

VALUES-LED

Integrity, the public interest and outcomes for people and places sit at the heart of every instrument. Community, lived experience and co-production are part of what we measure, not an afterthought.

In practice: Each instrument measures something about values in action: the Nolan Principles in the 360, the Community dimension in Cultural Dimensions, the Community Partner thread in the team weave, and lived experience as expertise throughout.

NON-JUDGEMENTAL

We describe, we never diagnose. There are no good or bad profiles, only different starting points, and every result is offered as a perception to explore.

In practice: Bands are named for growth (Growing edge, Established, Signature strength). Reports never use deficit language, and every result is framed as a perception to explore.

DIFFERENCE AS A POSITIVE

Different scores, views and styles are contributions. The richest conversations start where people see things differently.

In practice: Every report has a section on where your view or style differs from others', what that perspective adds, and how to build a bridge to people who see things differently.

MAXIMISING POTENTIAL

We look for what people and teams could become: the strengths to build on, the range not yet used and the contribution others are waiting for.

In practice: Reports start with strengths, show how they add to a team and to a piece of change work, and point to where those strengths could position you.

INDIVIDUAL TO SYSTEM

Each instrument connects the individual to the team, the organisation and the wider system of partners and communities.

In practice: Every report has an individual and a team section, and the suite as a whole moves from the person to the team, the organisation and the wider system.

DEVELOPMENTAL

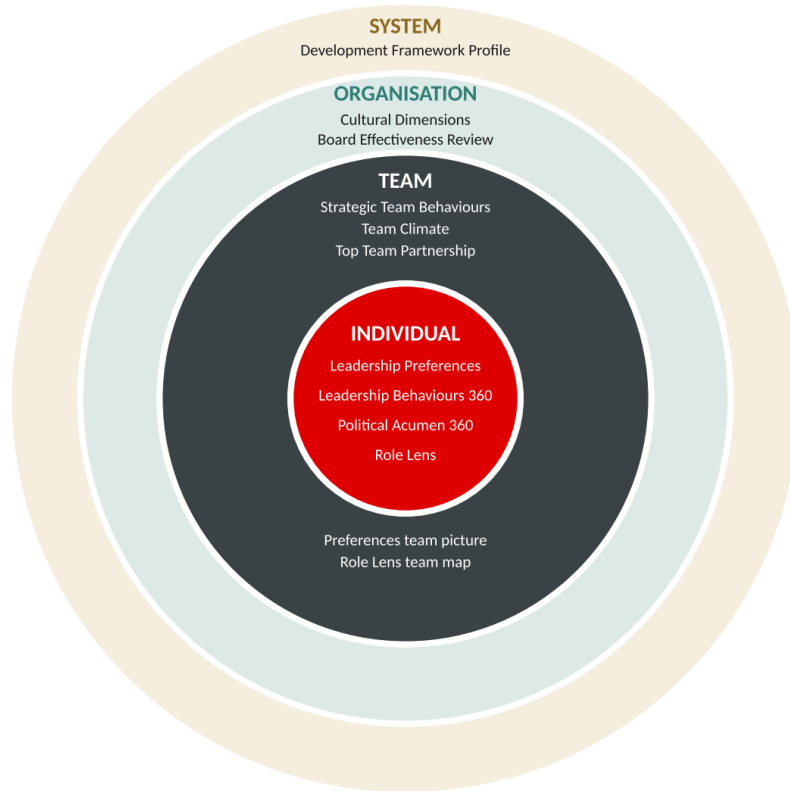
Every result is a starting point for growth and conversation, never a verdict. The instruments are not for selection, pay or performance management.

In practice: Every report ends with ideas to build on, coaching questions and a development plan, and every instrument is designed to be repeated so growth can be seen.

FROM INDIVIDUAL TO SYSTEM

One suite, four levels

Leadership happens at every level at once. The suite is built so that what a person learns about themselves connects to what their team learns, what the organisation learns, and what the wider system of partners and communities experiences. The four levels mirror the Avanti Development Framework.



Leadership travels outward from the centre; communities and lived experience travel back in.

Level	The question	Instruments
Individual	How I lead, what I bring, what my role calls for and how others experience me	Leadership Behaviours 360, Leadership Preferences, Role Lens, Political Acumen 360
Team	How we work together, how it feels to be part of the team and how we use our full range	Strategic Team Behaviours, Team Climate, Leadership Preferences team picture, Role Lens team map, Top Team Partnership
Organisation	The culture we live, the culture we need, and how ready we are for change	Cultural Dimensions, Change Readiness
System	How leadership travels to partners and communities, and back	Development Framework Profile

THE INSTRUMENTS | ORGANISATION

Avanti Cultural Dimensions

Spectrums

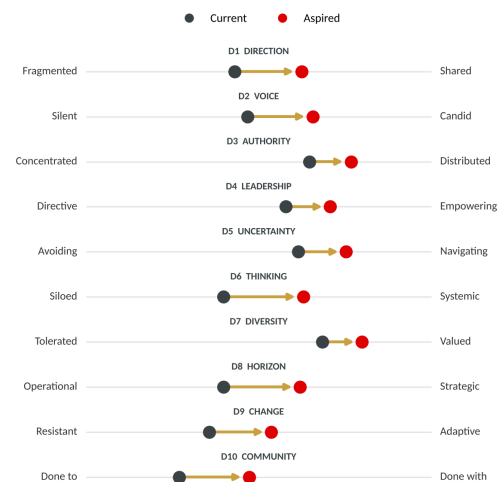
Each dimension is a line between two valuable poles: we stand where we are today, then step to where we need to be.

How the organisation's culture is lived today, and what it needs to become.

A structured self-assessment that helps leadership teams map their organisation's culture across ten dimensions, rating where it is now and where it needs to be, and turning the gap into an honest conversation about change.

The format: 30 statements across ten dimensions, each rated twice: Current and Aspired.

- Ten spectrums, each with value at both poles
- Culture gap by dimension, and the range of views across the team
- A facilitated line-up where people literally stand where the culture is, then step to where it needs to be



Our approach in this instrument

Cultural Dimensions describes and never judges: both poles of every spectrum have value, different views of the same organisation are welcomed as insight, and the aim is to help an organisation become what its communities need.

Learning outcomes

- Name the ten dimensions of culture and the two poles of each
- Recognise where your organisation sits today and where it needs to be
- Explain why the left-hand pole of each dimension can have real value in the right setting
- Interpret Current, Aspired and gap scores accurately and with care
- Explore differences in perception within a team without blame

Who it is for

Boards and executive teams; Elected members, trustees or non-executives working with senior officers; Senior and extended leadership teams; Partnership boards across public and voluntary services; Organisational development and people leads.

THE INSTRUMENTS | INDIVIDUAL

Avanti Leadership Behaviours 360

The Compass

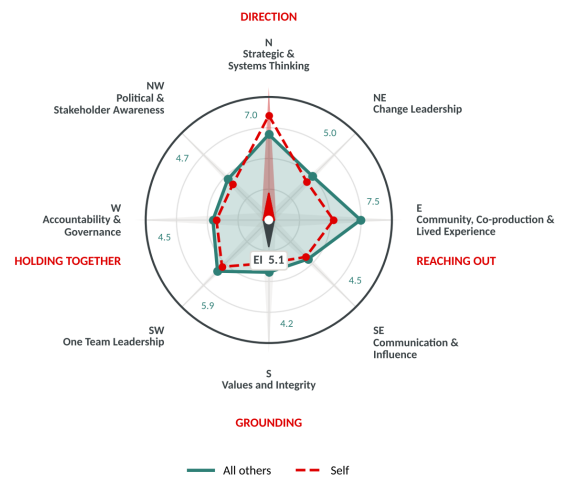
Eight points and one steady needle: a compass for finding your true north as a public service leader.

How a leader leads, seen by the leader and by colleagues, partners and community.

A 360 feedback compass that shows how you lead across eight points, from direction to grounding and from reaching out to holding together, as seen by you and by colleagues, partners and communities.

The format: 64 behaviour statements across eight competences, rated by self and 8 to 15 raters.

- Eight points of a leadership compass, with Emotional Intelligence as the needle
- Declination: where self-view and others' view differ, always stated with the number
- True north, growing edges, where your strengths could position you, and a leadership team composite



Our approach in this instrument

The compass describes and never diagnoses: every point is a strength someone brings, different readings are contributions, and public service values, community and lived experience sit at its heart. It is a starting point for growth, helping individuals and teams reach their full potential.

Learning outcomes

- Name the eight competences that underpin effective public service leadership.
- Recognise your strongest leadership behaviours and how others experience them.
- Identify gaps between how you see yourself and how others see you.
- Explain how your behaviour affects trust across political, board, professional and organisational boundaries.
- Assess how far your leadership puts community voice and lived experience at the centre.

Who it is for

Chief executives and senior executive teams; Elected members, chairs, trustees and non-executive directors; Directors and heads of service across public service organisations; Leaders of voluntary and community sector organisations; Partnership and system leaders working across organisations.

THE INSTRUMENTS | INDIVIDUAL AND TEAM

Avanti Leadership Preferences

Moons and Jigsaw

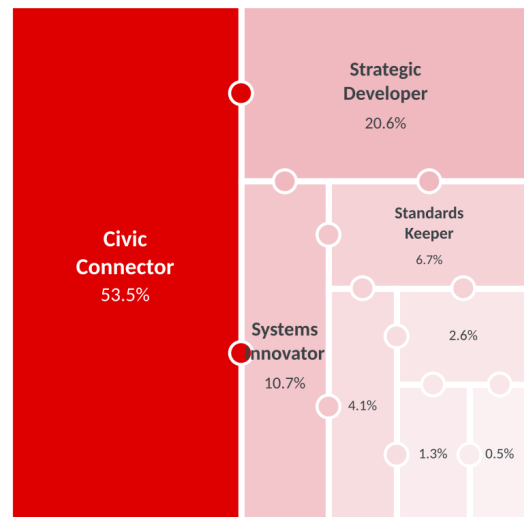
Your preferences wax and wane like moons; together they shape your piece of a jigsaw that only makes sense alongside others.

How each person prefers to work, and the contribution they naturally bring.

A short preference profile that shows how you naturally lead, the piece you bring to a leadership team, and how you and your colleagues fit together.

The format: 48 forced-choice pairs of statements, each describing something capable leaders do well.

- Four preference pairs drawn as moons
- Eight jigsaw pieces: your leading piece, the pieces beside it and your open edge
- How colleagues can work best with you, and the team picture



Our approach in this instrument

Leadership Preferences describes and never diagnoses: every moon and every piece is a strength, and difference between colleagues is what completes the picture. It is values-led and developmental, a starting point for helping people and teams realise their full potential in service of communities.

Learning outcomes

- Name the four preference pairs and the eight pieces of the leadership picture
- Recognise your own preferences and the piece you naturally lead with
- Describe how colleagues are likely to experience your preferences
- Identify your open edge and who around you covers it
- Explain what tends to get the best from you, and from colleagues unlike you

Who it is for

Boards and executive teams; Elected members, trustees or non-executives working with senior officers; Partnership boards and cross-organisation teams; Leadership and change teams at every level; Individual leaders in coaching.

THE INSTRUMENTS | TEAM

Avanti Strategic Team Behaviours

The Weave

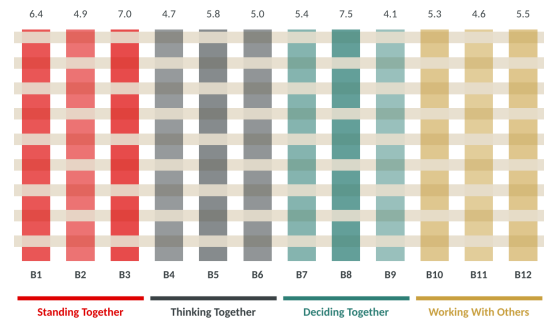
Your team is a cloth of twelve threads: its strength comes from how they cross and hold each other, not from any single thread.

How a senior team actually behaves together, as its members experience it.

A strengths-based team profile that shows how the twelve threads of a senior team's behaviour weave together, as seen by the people inside it.

The format: 48 statements across twelve behaviours in four bands, rated by every team member.

- Twelve threads in four bands: the team's weave
- Each member's view set against the combined view
- Where the cloth is tight, where a thread could be strengthened, and what different views reveal



Our approach in this instrument

The Weave describes how a team holds together without judging it: every thread counts, a looser thread is a place to grow, and different views of the cloth are treated as contributions. It keeps integrity, social outcomes and the communities the team serves at the centre of the pattern.

Learning outcomes

- Name the twelve strategic team behaviours and the four groups they sit in.
- Recognise how your own view of the team compares with the combined view.
- Identify the team's clearest strengths and the behaviours it most needs to develop.
- Explain how team behaviour affects outcomes for people and communities.
- Apply practical tools for challenge, decision-making and peer accountability.

Who it is for

Executive and senior leadership teams; Boards working with their executive teams; Political and executive leadership groups; Partnership and system leadership groups; Leadership teams in the voluntary and community sector.

THE INSTRUMENTS | ORGANISATION AND SYSTEM

Avanti Development Framework Profile

Ripples

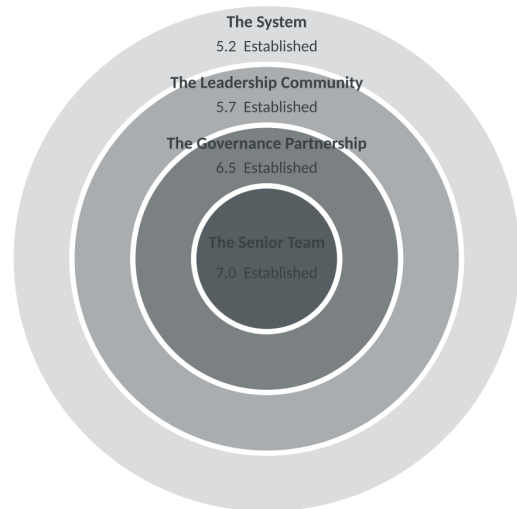
Like a stone dropped in still water, leadership starts at the centre and ripples outward, and communities send ripples back.

How leadership coheres from the senior team outward to partners and communities.

Like ripples from a stone in still water, this profile shows how your leadership travels outward from the senior team through the governance partnership, the leadership community and the wider system, and where it holds strong or softens.

The format: 48 statements: six elements at each of four levels, rated by leaders across the organisation.

- Four rings, like ripples, from the senior team to the whole system
- A heat map of six elements at four levels
- Where leadership holds as it travels outward, and where communities send ripples back



Our approach in this instrument

The profile is values-led and non-judgemental: it describes how leadership travels and never diagnoses, treats every difference in view as a contribution, and offers a developmental starting point that helps leaders and communities realise what they could achieve together.

Learning outcomes

- Describe the four levels of the Avanti Development Framework and how they connect.
- Recognise the six elements of effective leadership at each level.
- Identify where a leadership strength fades as it moves outward through the organisation.
- Distinguish genuine ownership from compliance in their own leadership context.
- Explain how psychological safety, candour and skilled challenge work together.

Who it is for

Chief executives and executive teams; Boards, chairs and non-executive directors; Political leaders and elected members; Trustees and leaders in the voluntary and community sector; Senior and middle leadership communities.

THE INSTRUMENTS | INDIVIDUAL AND TEAM

Avanti Role Lens

The Lens

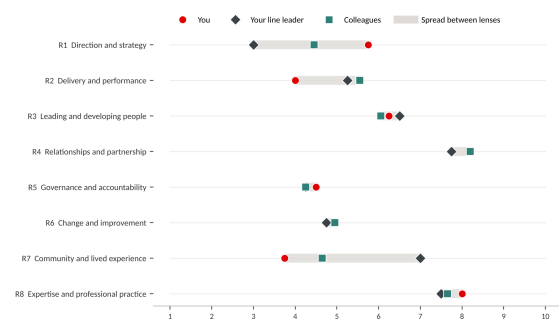
Three lenses on one role: where they line up the role comes into sharp, shared focus, and where they differ each shows something real.

What a role calls for, seen by the role-holder, their line leader and their colleagues.

A role clarity tool that brings one role into focus through three lenses (the role-holder, their line leader and close colleagues) to show what the role calls for, where the pictures line up and where they differ.

The format: 32 statements across eight role demands, rated by the role-holder (twice: the role's call and their time now), their line leader and colleagues.

- Three lenses on one role, and where they come into shared focus
- Where the role-holder's time goes compared with the role's call
- A guided role conversation, a role on a page, and a team role map showing shared ground and what falls between roles



Our approach in this instrument

Role Lens looks at what a role calls for, never at how well a person performs it, so it describes rather than judges. Different pictures of a role are treated as contributions, community and lived experience sit among the role demands themselves, and the aim is a role that helps the person, and those around them, reach their full potential.

Learning outcomes

- Name the eight role demands that make up public service roles.
- Describe which demands sit at the core of your role and which sit in the background.
- Recognise where your leader and colleagues see your role from a different angle.
- Compare where your time and energy go with what the role is seen to call for.
- Explain how community and lived experience feature in your role.

Who it is for

Chief executives, directors and senior leadership teams; Heads of service and team leaders; Elected members, chairs, trustees and non-executives working with senior officers; People in new, changed or newly created roles; Partnership, programme and community roles that span organisations.

THE INSTRUMENTS | TEAM

Avanti Team Climate

The Weather

Every team works in its own weather: it can be read, it changes, and good climate is something a team creates together.

How it feels to work in a team, as every member experiences it.

A strengths-based team survey in which every member reads the climate their team works in, so the team can see its weather clearly and shape it together.

The format: 40 statements across eight climate elements, rated by every member of the team.

- A weather map of eight elements, from Visibility and Shelter to Horizon
- Each member's view alongside the team's combined climate
- A team forecast: what the climate could be like if the team acts on what it sees



Our approach in this instrument

Team Climate reads the weather without judging it: every element starts from what is already good, a lower reading is a place to grow, and every member's view is treated as a valuable reading from where they stand. It keeps integrity, wellbeing and the people and communities the team serves at the centre of the forecast.

Learning outcomes

- Name the eight elements of team climate and what each feels like in practice.
- Recognise how your own reading of the weather compares with the team's combined reading.
- Identify the elements of climate the team already enjoys and can build from.
- Explain why people standing in different places can feel the same climate differently.
- Describe how team climate affects wellbeing, learning and outcomes for the people you serve.

Who it is for

Frontline and service delivery teams; Team leaders and managers who want to understand their team's climate; Project and programme teams; Partnership groups across organisations and with communities; Executive and senior leadership teams.

THE INSTRUMENTS | INDIVIDUAL

Avanti Political Acumen 360

The Map

The Compass shows your direction; the Map shows the terrain: the contours of power, the paths between interests and the places where the ground is unstable.

How a leader reads and travels the political landscape, as others experience it.

A 360 feedback map of how a leader reads and travels the political landscape across six areas of acumen, from reading the landscape to holding the line, as seen by the leader and by colleagues, members, boards and partners.

The format: 36 statements across six areas of acumen, rated by the leader and by 6 to 12 raters in up to five groups.

- A map of six areas, from Reading the Landscape to Holding the Line
- The leader's own view against the combined view of others, and each rater group
- A clearly labelled gap for every area, as a place to start the conversation



Our approach in this instrument

The Map describes and never judges: every area of acumen starts from what a leader already does well, a lower reading is a place to grow, and different views are contributions. Political acumen here is always practised with integrity, in service of the public interest and the communities decisions affect.

Learning outcomes

- Name the six areas of political acumen and what each looks like when practised with integrity
- Recognise your strongest political acumen behaviours and how others experience them
- Identify gaps between your self view and the views of members, peers, reports and partners
- Explain the boundary between political and professional roles in your own setting
- Distinguish legitimate influence from manipulation, and apply the Nolan Principles to your own practice
- Assess how far your political work brings communities and lived experience into view
- Choose two or three development priorities with clear, practical actions

Who it is for

Chief executives, directors and senior officers in local government; Senior civil servants working with ministers; Executive directors working with health boards; Chief executives and senior leaders of charities working with trustees; Partnership and system leaders working across organisations and interests; Leaders preparing for roles close to members, ministers or boards.

THE INSTRUMENTS | TEAM AND PARTNERSHIP

Avanti Top Team Partnership

The Bridge

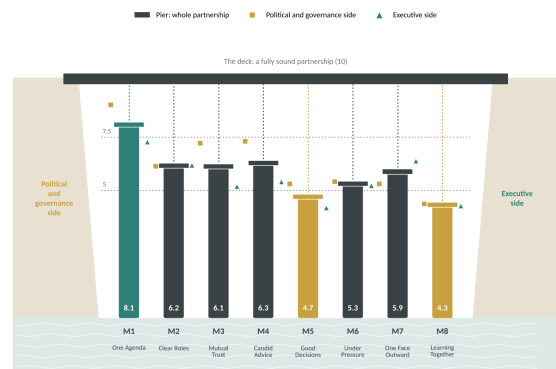
Two banks, one span: each side stands on its own bank with its own role, and the partnership is the bridge they build and keep in good repair together.

How well the partnership at the top works, as both sides experience it.

A strengths-based partnership survey in which both the political or governance side and the executive side read how well their partnership works, so they can see the bridge between them clearly and strengthen it together.

The format: 48 statements across eight partnership elements, rated by everyone on both sides of the partnership.

- A bridge of eight elements, from One Agenda to Learning Together
- Each side's reading alongside the whole partnership's
- The gap between the two banks, treated as one of the most valuable findings



Our approach in this instrument

Top Team Partnership reads the bridge without judging either bank: every element starts from what already holds, a lower reading is a place to build together, and the gap between sides is treated as one of the most valuable contributions in the report. It keeps integrity, the public interest and the people and places the partnership serves at the centre.

Learning outcomes

- Name the eight elements of a strong top team partnership and what each looks like in practice
- Recognise how your own reading compares with the whole partnership's and with each side's
- Identify the elements of the partnership that already hold and can be built on
- Explain why the two sides can see the same partnership differently, and what each gap reveals
- Describe how the partnership at the top affects staff, partners and the communities you serve
- Agree a shared partnership commitment for the year ahead
- Choose practical actions you can take from your own bank to strengthen the bridge

Who it is for

Council leaders, cabinets, chief executives and corporate directors; Chairs, boards and executive teams in health, housing and the voluntary sector; Ministers, ministerial teams and senior civil servants; Police and crime commissioners, mayors and their senior officers; New administrations and newly formed leadership partnerships; Organisations undertaking governance review or improvement.

THE INSTRUMENTS | ORGANISATION

Avanti Change Readiness

The Threshold

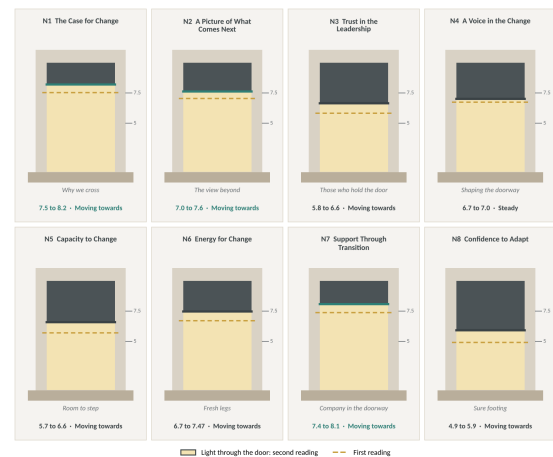
Every change has a threshold people must step across together, and readiness is what lets them stand there with clarity, trust and energy rather than hesitation.

How ready people feel for a change, and how far they have come.

An anonymous, strengths-based survey in which staff and managers read how ready they feel for a specific change, run before and after so an organisation can see the conditions it has created and how far people have travelled across the threshold.

The format: 40 statements across eight readiness elements, completed anonymously by staff and managers, and read twice: before and after the change, or at stages.

- A threshold of eight elements, from the Case for Change to Confidence to Adapt
- Each group's reading, shown only for groups of seven or more
- A second reading that shows how readiness has moved, using the Avanti Journey statuses



Our approach in this instrument

Change Readiness reads the threshold without judging those standing at it: every element starts from what is already in place, a lower reading describes the conditions people have been given rather than their attitude, and resistance is treated with respect because it often protects something of value. It keeps integrity, wellbeing and the people and communities the organisation serves at the centre of the change.

Learning outcomes

- Name the eight elements of change readiness and what each looks like in practice
- Recognise readiness as the product of conditions leaders create, rather than a quality staff have or lack
- Identify the elements of readiness already in place and how to build on them
- Explain why different groups can experience the same change differently
- Treat hesitation and resistance as information about what people want to protect
- Agree practical actions to strengthen the conditions for change
- Compare readings over time and describe how readiness has moved for each group

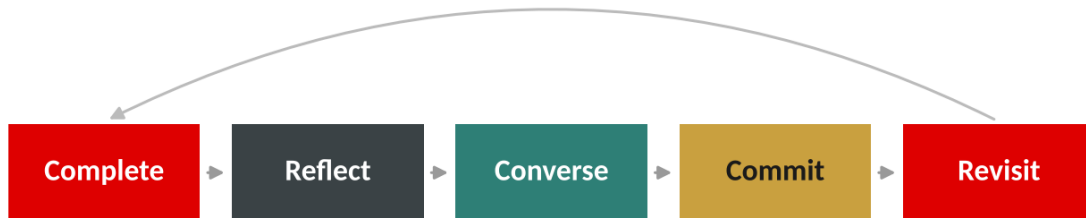
Who it is for

Services, directorates and organisations going through significant change; Senior leaders and change sponsors who want to understand readiness; Programme and transformation teams; Managers supporting their teams through change; Partnerships and systems changing together; Voluntary and community sector organisations.

DEVELOPMENTAL BY DESIGN

How the instruments are used

Every instrument follows the same developmental rhythm. People complete it, read a personal report, explore it in a facilitated conversation, commit to a small number of changes, and revisit after six to eighteen months, depending on the instrument to see what has grown.



Combining instruments

A new or changing senior team	Leadership Preferences to build a shared language, Strategic Team Behaviours to see the team's weave, then the 360 at six months.
An organisation in change	Cultural Dimensions to see where the culture is and needs to be, the Development Framework Profile to see how leadership travels, and targeted 360s for those leading the change.
Boards and executives	The Development Framework Profile at the governance partnership level, with Strategic Team Behaviours for the board and executive together.
Leadership programmes	The 360 and Leadership Preferences as the individual spine of a programme, revisited at the end to show growth.
New or changing roles	Role Lens to bring a role into shared focus between the role-holder, their leader and colleagues, with the team role map for a whole team.
Any team, at any level	Team Climate as a regular pulse that every member adds to, alongside Strategic Team Behaviours for senior teams.
Political and executive leadership	Top Team Partnership for the leader, cabinet or board with the executive, and Political Acumen 360 for the officers who work closest to members.
A significant change	Change Readiness before the change and again as it settles, with Team Climate as a regular pulse for the teams most affected.

Combined offers

Two pairings are offered as single, joined-up packages, each with its own description and facilitation:

Avanti Role and Climate

Role Lens with Team Climate. Clear roles help make good weather, and good weather makes it safe to talk about roles.

Avanti Preferences and Behaviours

Leadership Preferences with the Leadership Behaviours 360. Your piece is where you start; your compass is where your leadership travels.

What people and organisations receive

- A personal, strengths-based report of around 15 to 23 pages for every participant, with charts and plain-English interpretation.
- A team picture showing the shape of the team and the range of views within it.
- In-the-room materials and Avanti-led facilitation that turn insight into commitments.
- The option to repeat any instrument later and see what has changed.
- Optionally, Avanti Intelligence: contextual insight drawn from our wider practice, held anonymously and always through our judgement.

ETHICS AND GOOD PRACTICE

How we look after people and their data

Consent and purpose

Everyone knows why they are taking part, how results will be used and who will see them, before they begin.

Confidentiality

Individual reports belong to the individual and their coach. Team results are shared in aggregate, and rater groups only where enough people have responded to protect anonymity.

Proper use

Results are never used for selection, pay, promotion or performance management.

Data protection

Responses are stored securely and handled in line with UK GDPR, and kept only as long as the development work needs them.

Humility

These are self-report and perception-based instruments. Small differences are not meaningful; the shape of a profile matters more than its decimals. Norms build up over use.

Please note

This is a development instrument. It is not a clinical assessment and it is not designed or validated for selection, recruitment, promotion or performance management decisions. Scores describe perceptions at a point in time and are a starting point for conversation, not a verdict.

ABOUT US

About the authors

Dr. Jonathan Huish

Jonathan is a founding director of Avanti. His doctorate from Cranfield University studied top team leadership in local government: the conditions under which senior teams become genuinely effective and the things that quietly stop them. He is CIPFA qualified, has coached and mentored for more than twenty years, from first-line supervisors to chief executives, and brings a Tavistock grounding in group relations and reflective practice to how Avanti designs and facilitates its work.

Dr Amanda Milliner

Amanda is a founding director of Avanti. Her PhD from the University of South Wales studied community engagement in public services: what it takes for engagement to move beyond consultation into genuine co-production and partnership with communities. Her practice spans engagement strategy, leadership development and organisational design, with a particular focus on the relationship between organisational culture and the communities it serves.

About Avanti

Avanti Change Ltd works with leaders, boards and teams across public services: councils, health and care, housing and homelessness, mental health, harm reduction, emergency services and the voluntary and community sector. Our work is rooted in Welsh values of humility, service and dignity, and in the belief that how change is led matters as much as what changes.

Let us help your organisation move forwards

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